

The Resume Guide

Massachusetts Employers

Give Advice, Tips, and Suggestions for
Winning Resumes and Cover Letters



www.Mass.gov/dcs

The Resume Guide

The Resume Guide was created by the Division of Career Services (DCS) with the help of over 50 employers in Massachusetts. Employers across the state were interviewed to learn about their preferences regarding resume content and style. Their testimony illustrates that employers view resumes differently today than they did in the past.

We would like to thank the employers who assisted us in this project. We also appreciate the efforts of numerous DCS administrative and field staff in the development, review and production of the Resume Guide. We thank them for their dedication and commitment to delivering applicant services throughout the Commonwealth of Massachusetts.

This guide highlights how employers screen resumes and what employers like to see in today's resume. The guide has a dual purpose:

1. To be utilized by DCS and Career Center staff for current resume information.
2. To be utilized by DCS and Career Center customers for creating a new resume or enhancing an existing one.

A Word to the Job Seeker

When you respond to a job opening, it is likely that your resume will be placed in a pile with possibly hundreds of other resumes. The increased number of resumes received by companies forces employers to restructure the methods utilized in the prescreening process. This guide addresses issues a job seeker must consider in order to write an effective resume. Keep in mind that the goal of a resume is to get an interview. An effective resume pleases the employer and therefore gets put in the pile for interviewing. This guide outlines employers' advice. It is easy to read, practical and to the point.

This guide will help you develop a resume that:

- ✓ Focuses on your accomplishments
- ✓ Highlights your strengths
- ✓ Has the appropriate format
- ✓ Addresses special circumstances
- ✓ Creates and emphasizes your selling points

The One-Stop Career Centers offer many services related to resume development including resume writing workshops and computers for typing your resume. To find out more, ask your Job Specialist or inquire at the reception desk at your local Career Center.

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What is an Effective Resume?

How to Write an Effective Resume

Employers who contributed to this guide represent large and small companies from diverse industries across the state. Most employers explained that they skim resumes quickly and appreciate only those that are easy to read. An effective resume highlights the qualifications an employer is looking for and makes it easy for the employer to find these qualifications. A resume should sell your skills, experience and accomplishments to the reader with little effort. The employer will be looking for a match between the qualifications and skills needed to do the job and your experience. An effective resume increases the employer's interest enough so that you are called for an interview. A resume can get you the interview, but you must get the job!! Resumes are only the first step. The likelihood of getting a job offer will depend on your interview with the employer and your ability to demonstrate how your skills fit the company's need.

Employer Viewpoint . . . "I don't have a lot of time. Usually, I skim the resume in 10 to 30 seconds looking at your last jobs, position titles and companies. Try to keep the resume to one page, list your jobs in reverse chronological order, don't give me jobs way back in your work history that aren't pertinent to what you are doing now."

David Roemer, Human Resource Manager, Strawberries Records, Inc.

Making a Great First Impression

Effective resumes have the following characteristics:

- ✓ Powerful accomplishment statements, not just a list of job duties and functions.
- ✓ Strongest skills and qualifications listed in the first half of the resume.
- ✓ Position titles and places of employment that stand out (bold or underline).
- ✓ Skills and qualifications that are relevant to that position. Each resume should be tailored to the job for which you are applying. (Generic resumes are not effective.)
- ✓ Listing the most important facts first. (In school, we were taught the way to write an interesting story was to list the most important facts first so that the reader's motivation was enhanced. The same rule applies to resumes.)
- ✓ A layout that is clean and professional. No typographical or grammatical errors.

Getting Started

Below is a list of helpful hints for getting started:

- ✓ Attend the Resume Workshop offered at your nearest One-Stop Career Center.
- ✓ Seek out current job search books on the market.
- ✓ Solicit advice from the Job Specialist and/or Employment Counselor at your One-Stop Career Center.

Employer Viewpoint . . . “Remember, if you write your own resume, it will sound like you. It will say what you want to say. You will be more familiar with its contents.”

Glenn C. Woodbury, Senior Human Resource Specialist,
Boston Edison Company

Begin by asking yourself some questions about your work history, where you want to go from here, and what you have to offer. Some initial questions are:

- What kind of job do I want?
- Which industry do I want to work in?
- What skills are needed for the job I want?

To answer the questions above, it is necessary to research industries and employers. You must understand your audience to market your skills effectively. Researching the company is beneficial because the more you know about a company the more you can emphasize aspects about yourself that will appeal to that employer. If you are successful at this in your resume, your chances of landing an interview increase significantly. For more information on researching companies, attend the Networking Workshop being offered at your local One-Stop Career Center.

Companies are always curious to know more about the person behind the resume. Employers look for specific skills and also cite the ability to communicate and get along well with others as important characteristics. This was mentioned most often by hiring managers in small and growing companies and by managers of product development teams. You can highlight these skills in your resume by tying them into accomplishment statements or you can incorporate them into your cover letter.

Advice from Massachusetts Employers

Making the First Cut

Screening usually takes place in the Human Resource Department or the Personnel Department of the company. Employers use similar strategies during the first round of screening. Your resume is scanned for 9 to 30 seconds. During this process, the qualifications listed on your resume are compared with the qualifications listed in the job announcement. Specifically, the company is looking at how well your qualifications match the qualifications listed for the job. The company also looks at your employment record which should include the dates and previous positions. Some employers also review cover letters at this point (see Chapter 6 on cover letters on page 36).

Resumes that pass this initial screening are then sent to the appropriate department head for further review. Sometimes applicants are called for a telephone interview before the resumes are sent for departmental review. Primarily, the phone call is made to check salary requirements and to answer any questions not explained in the resume.

Employer Viewpoint . . . "In the health care industry, we have to be especially rigid about the qualifications requested in the want ad. If the ad says five years experience required, or if a license is needed, we can't make exceptions. I usually look at employment dates and education first."

Nancy Jolicoeur, Director of Human Services,
Milford Regional Hospital

Mail Your Resume Early

Mail your resume as soon as you see or hear about an opening. Usually, human resource managers are under pressure to make recommendations for interviews. Since employers receive huge volumes of resumes after posting the opening, they are more likely to choose the best ten in the first batch of a hundred rather than wait two weeks to choose the best ten from the last hundred.

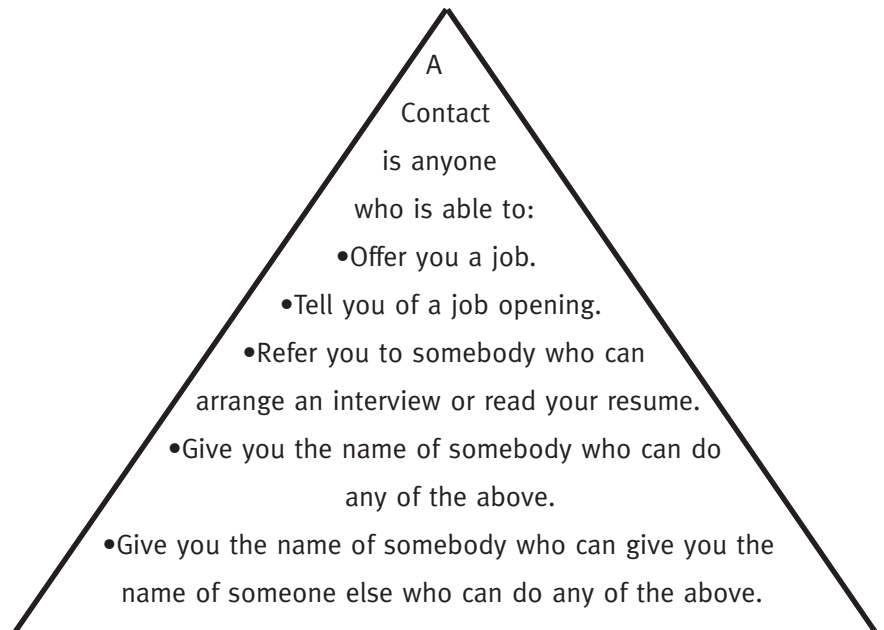
Should You By-Pass

Human Resources?

Recent statistics show that most job seekers find employment through their personal contacts. If you have a personal contact in an organization, definitely use him or her! **But also send your resume to the head of the human resource department !!** Many human resource managers complained about job seekers who by-passed their department. Additionally, human resource managers may know of other opportunities in the company or may know of

Networking Tips and Facts

Some companies get approximately 50% of their hires through referrals from within the company. Many companies prefer to interview applicants who have been referred to them from inside the company, so they encourage employees to make recommendations. They will compensate employees who make referrals that result in a hire. Internal recruiting is much less expensive than advertising. Additionally, employees generally will only refer people who will reflect positively on them; therefore, the quality of the candidate is enhanced through internal recruitment. The applicant also has an advantage of making a good presentation because he or she has had the opportunity to learn details about the company through personal contact.

Knocking on the Right Doors**Networking Pyramid**

If you are interested in learning more about how to create or expand your job search network, attend a networking workshop at your One-Stop Career Center.

Creating Your Resume

Start Thinking Like an Employer

As a job seeker, you will be successful if you take on the role of a sales person. Your task is to know as much as possible about the product you are selling (your skills and abilities) and the markets you are trying to reach (specific industries and employers). This means developing a marketing strategy. To do this, begin with a self assessment. You must identify what you have to offer and then package it for employers. Once you have identified your skills, abilities, and accomplishments, you must identify the industries you are interested in and target specific employers within those industries.

Examples →

Industry: Electrical

Industry: Technical

Position: Assembler

Position: Assembler

Employers: ABC Company
Profit Corp.

Employers: Bopre & Sons
Tools Inc.

Resumes that are tailored to specific industries, employers, and job announcements are the most effective. In targeting your resume and cover letter to a particular company and job opening, your format and language need to be tailored to match what the employer is looking for. Employers will be more likely to call you for an interview if your resume has language that is familiar to them and lists the qualifications for which they are looking. You can ensure this by paying close attention to adjectives and phrases (buzz words) used in job postings and advertisements.

Tailoring your resume allows you to make a stronger presentation of your skills, qualifications, and accomplishments by selecting those work experiences that are relevant to the employer who is reading your resume. An employer reading a resume that has been tailored to his or her industry/ company/ position, feels a familiarity with the resume and the person who sent it because it looks and reads like those of people who currently work in that company.

Employer Viewpoint . . . "In our business, we look at the resume for the following things in this order: relevant experience and education, truth in advertising, and personal qualities (to the extent that we can judge from the resume), such as competence, maturity, enthusiasm, positive attitude, and likability."

Dr. Jerrold Shapiro, Ophthalmology Program Manager,
Candella Laser Corporation

**Self Assessment:
Defining the
Market Product**

This section will help you begin the process of identifying your skills and abilities that you will market to employers. After completing this step by step self assessment, you will have enough information to include in the resume format of your choice.

The self assessment process is designed to assist you in identifying skills, abilities, and accomplishments. You will conduct a complete review of your experience by listing your work history, identifying your accomplishments, and defining your skills.

1. List your places of employment, military experience, and major volunteer work. Include names and addresses of each organization beginning and ending dates, and positions held.

If you worked in the same company and held more than one position, it is not necessary to repeat this step for each position.

2. State your duties and functions by writing down your major responsibilities and how you spent your time. Consider the skills you used, knowledge you needed, equipment utilized, etc. Write down your biggest accomplishments, projects, and assignments.

**More Power to
Your Skills**

There are two types of skills that employers look for: hard skills and soft skills. Hard skills are those skills that are usually written on a resume, such as computer languages, word processing, years of management and tools utilized. Soft skills are those skills that are conveyed as a result of your accomplishments. Examples of this type of skill are communication and interpersonal skills. To be effective, soft skills should be tied into accomplishment statements. The key to marketing your hard and soft skills successfully is developing effective accomplishment statements.

Writing accomplishment statements can make people feel like they are bragging. However, writing them can be effective without turning the employer off by being boastful. Employers like to have skills and experience written in a straightforward manner, without exaggeration. It is important to select accomplishment statements that are relevant to the position you want. Tailor your accomplishment statements to match the qualifications that the employer wants. Every person who has held a position, whether paid or volunteer, has accomplishments. Even if your task was repetitive and routine, you have had accomplishments!

Use specific examples when you describe your skills -- ones that you are proficient in and are proud of. By doing so, you will be seen as confident and motivated.

Volunteer work can be utilized, when necessary, on a resume. It is important to remember that the work must be relevant to the job you are interested in. Be sure to develop accomplishment statements that reflect your skills and qualifications. In the cover letter you may mention that it is volunteer work or you may mention it in the resume by putting volunteer work in parentheses, after the employer name.

If your volunteer or community service work is extensive, be sure to include the scope of the project, your responsibilities, skills you utilized to implement the project and the result. List the experience in chronological format. It is usually not a good idea to list political or religious organizations in a resume unless you are applying for a job in this type of area.

Be sure to mention the "soft skills" that you have utilized. For example, dependability, energy level and punctuality. You can weave a personal motivation statement or desire to work statement into a cover letter. However, illustrating soft skills is most effective when they are tied into accomplishment statements.

Below are some questions that may assist you in developing effective accomplishment statements.

- Did you introduce a new system? Procedure?
- How did you save the organization money?
- Did you increase production? Improve morale? By how much?
- Did you develop new techniques for getting the job done faster?
- Did you improve the quality of a product or service?
- Did you enhance the life of an individual?
- Did you increase someone's daily living skills?

There are numerous positions where workers deal directly with and for people - teachers, social workers, nursing, etc. - and their accomplishments and/or results are often not quantifiably measurable.

Resume With More Than One Position From the Same Company

ANITA ADAMS
410 North Clover Lane
Florida, MA 00000

PROFESSIONAL EXPERIENCE

Berkshire County Hospital, Pittsfield, MA
INFECTION CONTROL COORDINATOR

1995 to present

- * Expanded, reorganized and updated a clinical hospital laboratory to meet increased demand for laboratory services.
- * Researched and developed an outpatient laboratory services program to increase lab revenue by 15%.
- * Introduced a more efficient system for the Microbiology Department, which allowed an increase in test volume by 30%.

LABORATORY SUPERVISOR

1993 to 1995

- * Reviewed and developed lab tests to be performed in house to save 20% on "sent out" expenses and increased net revenues.
- * Created a computer billing system for all lab tests resulting in a more efficient billing system.
- * Instituted week end coverage as well as overlapping schedules for adequate technical coverage and decreased turn-around time by 12%.

You now have a list of duties and functions you have performed, skills you have utilized, and a sense of your accomplishments. Let's create some powerful accomplishment statements utilizing the PAR MODEL. PAR stands for Problem-Action-Results and is made up of two processes.

First is the **thought process**. Think of a problem you had at work, an area where you knew things could be done better. Write this down. Then recall what action you took to solve that problem and what skills you utilized. Write them down. Then write down the results of your action.

Example →

The problem was that the files were disorganized and unworkable.

The action I took was to rearrange the files using the numeric filing system. The result was I could find files much faster, saving time, thus, saving the company money.

The second process is the **written process** that enables you to develop accomplishment statements that will be used in your resume. You write down the results first, then the action. The result is actually your "success on the job" which an employer sees as a benefit to him or her. In describing results, think in measurable terms: money saved, profits increased, numerical effects, and the impact your action had on people, places and things in the workplace. On a resume, you never write down the problem. Instead, write down the result or outcome of your action.

Example →

Reduced time searching for files by implementing a numeric filing system.

An Example of the P+A+R Model

Problem: Harry works as a Personnel Administrator in a large company which has been having trouble recruiting additional help through regular hiring methods.

Action:

- Identified and analyzed specific hiring needs with key staff.
- Selected colleges to target.
- Set up new computer tracking system.
- Helped develop new follow-up system to extend recruitment effort beyond annual visits.

Skills:

- Communication
- Creativity
- Management (ability to take project and "run with it")
- Complete follow-up

Results:

- Increased new hires by 35% by designing and implementing a creative new college recruitment program.

An Example of a P+A+R Resume

Executive Summary

Extensive experience in finance, merchandise, and information systems. Proven record of accomplishments and increased levels of responsibility in the development and implementation of operational and strategic systems. Highly skilled in developing solutions to business and technical problems, providing leadership, and working with others to achieve company objectives.

Professional Experience

Montgomery Ward, Chicago, IL

Project Manager

1995 - 2000

- Reduced initial workload from 72 outstanding projects to 21 by completing 115 projects in 18 months.
- Developed and implemented a Stock Keeping Units level allocation system which improved promotional in-stock position by 15%.
- Directed the development of new mark-down planning system for apparel division resulting in a 25% reduction for end-of-season markdowns.

Senior Financial Analyst

1989 - 1995

- Provided financial and logistical evaluation of relocating distribution facilities which resulted in a \$35 million reduction in expense.
- Produced financial statements for long range plan and monthly variance analysis for senior management.
- Projected the short-term debt levels and the interest expense for \$1 billion commercial paper borrowings.

Business Analyst

1987 - 1989

- As internal consultant, performed statistical evaluation of distribution facility logistics and catalog merchandise operations.

Education

University of Illinois, M.S., Finance

1986

University of Kentucky, B.S., Management Science

1985

CPA qualified (Illinois)

1989

Technical

IBM mainframe experience in OS/MVS/XA environment. Programming experience in COBOL, SQL/DB2, Focus, SAS, Fortran and various PC packages.

Listed below are other examples of the PAR model for writing accomplishment statements.

- Increased sales 30% by creating new markets.
- Reduced staff turnover by designing new benefit program for employees.
- Saved the organization sixty thousand dollars by automating the payroll department.

Notice that each accomplishment statement says just enough to get the employer's attention. The statements intentionally leave out information to tantalize the employer enough so he/she calls you in for an interview. Also notice in each accomplishment statement, the result is connected to the action by the word "by". Try to develop at least three accomplishment statements for each position you held. Remember that in order for accomplishment statements to be effective, they must be relevant to the qualities the employer is looking for.

Your accomplishment statements will be more powerful if you use action words to begin each statement. Action words are the verbs which describe the skill you used to accomplish a task. Review accomplishment statements to evaluate the effectiveness of the words you have used. Be dynamic! Use action words like: implemented, designed, created; not passive words like: responsible for and duties were. Always be consistent with the tense your resume is written in. Choose either past or present tense and be consistent. However, if you are writing about a current job, use the present tense.

Employer Viewpoint . . . "When competing with other job seekers, it is important to make your experience count. I pay attention to resumes that are well written. In particular, I'm impressed with job descriptions that show accomplishments. It gives me a better idea about how the applicant will make a contribution to my company."

Rick Fox, Director of Human Resources , West Lynn Creamery

List your education and professional training. Include places attended, dates, certificates and diplomas received. Highlight any specific areas of study or training which are relevant to the job you are applying for. Only those organizations and professional affiliations that relate and are relevant to the position you are applying for should appear on your resume. **(Hobbies, personal information, marital status, and age do not belong on today's resume.)** Do not include education information in your work experience section.

Finally, writing REFERENCES AVAILABLE UPON REQUEST is optional. This is a matter of your personal preference, employers assume that if it is not written on your resume that you will give them your references during the interview.

Employer Viewpoint . . . "When I read the work history, I want to see what you did without a lot of extra verbiage. I like to see title and dates first, then company and job description. The work experience has to match what I'm looking for. When I have to work to find information, I tend to get annoyed with the applicant."

Judith Hayes, Director of Human Resources, Pilgrim Health Care

What Employers Say About Choosing a Resume Format

There are two basic resume formats:
CHRONOLOGICAL
and FUNCTIONAL

The chronological resume lists jobs in order, starting with the most recent job you held and working backwards. Functional resumes group accomplishments under specific areas of skills and abilities. The other resume formats are a combination of these two basic types. **Most employers today prefer a chronological resume.**

Always begin a resume with your name, address, and telephone numbers (work and home, if possible). This information should be centered in the middle of the top of the page and your name should be **bold face** so it stands out. If you do not have a telephone, find a phone number where you are confident you will receive all your messages in a timely fashion. In addition, there are companies that provide telephone services for a fee.

Employers surveyed explained that they did not like flashy writing, bright colors or resumes with pictures on them. Also, they do not want your resume enclosed or encased in plastic or in a folder. It is too much work to get at the resume. The exception to this is someone seeking a marketing or high level sales position. Employers generally agreed that they like a lot of white space and a professional presentation.

There are three elements (listed in order of importance) that make more of an impression on an employer than any resume you could put together:

- An influential networking contact who speaks highly of your skills, qualifications, and personality.
- Accomplishments and skills that match the position.
- A dynamic presentation of yourself to the employer.

Most employers do not read objective statements. **Ninety-five percent of the employers who contributed to this guide recommended that you do not use an objective.** However, when discussing objective statements, employers agreed that if you use one, make it direct and to the point. Not too broad yet not too narrow. Everyone wants a challenging position which utilizes their skills. This is not an appropriate objective statement. Stating the occupation you are seeking and being industry specific is more effective.

Objective: To obtain a position as a legal secretary in real estate law.

Objective: Seeking an administrative/managerial position in a non-profit offering opportunity for professional growth.

Objective: To obtain a materials management position in a dynamic high-technology manufacturing company.

Objective: An individual contributor as a systems/analyst/programmer in commercial data processing environment.

Some employers suggested that job seekers incorporate their objective into the cover letter. If you use an objective statement, there is no need for a skills summary at the top of your resume. Concerning skills summaries at the top of a resume, employers generally agreed on key points. Whether you utilize skills summaries or not is a personal preference. If you do use one, make sure:

Objective and Summary Statements

Some Examples of Objective Statements →

- You put only the skills that are relevant to the position you are applying for.
- The skills should also be linked to the job they were performed in.

Employers do not want to work to find your skills and accomplishments. One hundred percent of the employers we talked to said the first thing they look for in a resume is the particular skills and experience they need in your two most recent jobs. Do not bury information in lengthy or wordy paragraphs. Explain your skills and accomplishments in simple terms. Bullet points are recommended; however, paragraph form is acceptable.

Example of a Skills Summary →

Summary: Experienced laboratory professional with in-depth knowledge of all technical administrative functions of a clinical laboratory.

- Implemented a new quality system which facilitated a faster and more accurate means of inspection, saving \$50,000 per year.
- Coordinated the hospital-wide Infection Control Program, including surveillance and evaluations of all infections.

Some job seekers like to utilize summary statements at the top of their resumes. Employers prefer this method only if you are highlighting hard skills like hardware or software knowledge, word processing, or other specific skills. If you utilize a summary statement, be sure to incorporate accomplishment statements which are quantifiable. These accomplishments must relate to your work history and also to the job you want to get.

Chronological Format

The focus of a chronological resume is time. Employers, when viewing a chronological resume, glance at the dates first. They are looking at how long you have worked at one place and if there are gaps in your employment history. If your work history shows that you tend to get a job and stay there for several years, the chronological resume is for you!

Benefits of using a chronological resume:

- Emphasizes work history and longevity
- Traditional and most widely accepted among employers

If you have large gaps in your work history or have had a number of jobs in a short amount of time (less than two years at each position), or are changing careers, a functional resume or a combination chronological/functional resume may be more effective.

Employer Viewpoint . . . "I prefer the reverse chronological format because I review at least 50 to 100 resumes every day. I don't have an abundance of time, and therefore, look for those candidates whose resumes most closely reflect the experience we currently seek for our open and upcoming requisitions. We always keep all resumes on file for future positions."

Deborah Kanter, Employment Manager, EMC Corporation

Key points to remember when using a chronological resume:

- Detail only the last three to five positions or employment covering

Functional Format

the last ten to fifteen years.

- Detail three or four accomplishments in each position with the most relevant ones in the top half of the resume.
- Show promotions, increased status and increased responsibility.
- Keep your resume to one page when possible, never more than two pages (unless writing a curriculum vitae).

See page 19 for an example of a chronological resume.

A functional resume displays accomplishments, skills and qualifications by grouping them into functional areas. It is a new format to the market and therefore not as popular as a chronological resume.

Benefits of a functional resume:

- Focuses on skills rather than lengths of employment
- Career change positions and employment gaps do not stand out

The majority of employers who were surveyed agreed that they prefer chronological resumes. In fact, some employers said they will not even read a functional resume. This is a serious drawback to using a functional resume. When there are more people than jobs, employers have more people to choose from and are therefore less likely to interview an applicant who submits a functional resume. If, however, you have changed careers, have gaps in your employment, or have job hopped, you may want to use a functional resume.

Key points to remember when using a functional resume:

- Select three or four general skill areas.
- Utilize accomplishment statements that are relevant to the position you are applying for and put those at the top.
- Include an educational/professional affiliation section.
- Create an employment history section that lists position title, company name, city, state, and dates of employment.
- If you have no work experience or a spotty record, list your employers/experiences, leaving out employment dates entirely, but be prepared to talk about this at the interview. Put this section at the bottom of the resume after educational information. If your chronological resume is not working for you, try a functional one. People are getting interviews deviating from the traditional formats. However, there are usually other contributing factors such as networking contacts or unique skill qualifications.

Outplacement consultants interviewed by the National Business Employment Weekly (NBEW), in an article written in May 1990, recommended functional resumes for people who are in the following circumstance: professionals who are re-entering the work force after interrupting their careers to raise a family, to go back to school, or to change careers. Also included were professionals who have utilized their expertise in a wide variety of unrelated projects. The NBEW suggests that functional resumes help "show areas of expertise and affiliations" by focusing on two or three skill areas.

See page 19 for an example of a functional resume.

A suggested format for career changers is the reverse chronological resume. This resume is useful when the job you are applying for requires different skills or simply the same skills but with a different emphasis. The reverse chronological resume starts with a qualifications statement, then the education section and ends with the employment history. This format allows you to market your transferable skills in the qualifications statement.

Employer Viewpoint . . . “I used to review resumes while driving between appointments. The job applicants had to make a quick impression, because I skimmed resumes at quick shots while driving. If it looked like it was too hard to read, or if it was messy and unprofessional looking, I didn’t even bother reading it, and it was tossed into the back seat.”

Anonymous Employer, Greater Boston Area

A combination resume often looks like a functional resume, however, it is actually a chronological resume which lists accomplishments in functional skill areas. This information comes before the work history section.

Combination Resumes

Benefits of a combination resume:

- Allows for more flexibility and creativity in marketing your skills.
- Helps target your resume to a particular job or employer.

Employers tend to view combination resumes the same way they view functional resumes. Generally, employers prefer to see accomplishment statements tied into the specific job they are related to. Functional and combination resumes place accomplishment statements in their own section, separate from the relevant jobs. Most of the employers who participated in this survey do not like accomplishments lifted out of your work history. Job seekers like to use combination resumes because of their flexibility. You can take the best features of a chronological resume and a functional resume and combine them into one resume. If you do decide to utilize a combination resume, here are some guidelines and key points to remember:

- Include a summary statement at the top of your resume summarizing your accomplishments that are relevant to the job you want. Quantify when possible.
- Insert your employment history next, utilizing the chronological format (be sure to include dates of employment). Link your summary statement with your employment history. However, do not repeat the information.
- Follow the chronological format for the remaining information.

See page 20 for an example of a combination resume.

Chapter 4 of the guide addresses some challenging areas of resume writing. If you are interested in learning how to represent gaps in employment, volunteer work, incarceration, homemaker experience, having little or no experience, or career change information in your resume, turn to page 21.

An Example of a Chronological Resume

THOMAS B. JOHNSON
439 South Adams Street
W. Bridgewater, MA 02331
(508) 378-9999

OBJECTIVE: Manager of Credit and Collections

EXPERIENCE: **H. P. Hood Inc., Boston, MA**
CREDIT MANAGER 1995 - 2000

- * Managed a credit and collection portfolio of food service, distributor, military and other government related accounts comprising a regional sales volume of \$150,000,000 and over 2,000 accounts.
- * Contributed in reducing days sales outstanding by as much as eight days.
- * Coordinated, organized and implemented a new set of invoicing procedures with a major school system resulting in the reduction of total payment time by 45%.
- * Developed, designed and implemented vendor and bank credit inquiry letters.

Quinol Industries, Inc., Quincy, MA
CREDIT MANAGER 1991 - 1995

- * Managed an accounts receivable portfolio of petroleum distributors and home delivery dealers throughout New England totaling over 500 accounts and an annual sales volume of \$80,000,000.
- * Brought previous collection turns from 75 days to present average of 38 days, turning sales increase to cash in less than 40 days.
- * Planned, negotiated and secured a four way cross corporate guarantee from a well known high volume Massachusetts based petroleum dealer.

Emerson and Cummings, a division of W. R. Grace & Company, Norwood, MA
CREDIT and COLLECTIONS SUPERVISOR 1981 - 1991

- * Managed an accounts receivable portfolio of the company's Dielectric, Microwave and Flotation Divisions comprising an annual sales volume of \$30,000,000 in the electronics industry.
- * Hired, trained and supervised a staff of six full time employees and handled 6,000 to 10,000 diversified accounts.
- * Reduced bad debts by as much as 15% through an improved monitoring system and quicker inter-department pursuit.

EDUCATION: **Data Corporation, Boston MA**
Introduction to MOS-DOS and Lotus 1-2-3

Northeastern University, Boston MA
B.S. in Management with Honors

Dun and Bradstreet, Inc., New York, NY
Certificate in Credit and Financial Analysis

PROFESSIONAL AFFILIATIONS: New England Association of Credit Ex

An Example of a Functional Resume

PATRICK A. JONES
10 Main Street
Haverhill, MA 01830
(508) 372-6967

MANAGEMENT

- * Successfully managed 5 departments with 4 direct and 75 indirect reports within a 500,000 square foot distribution facility.
- * Managed all operations successfully in a 22,000 square feet supermarket with 3 direct and 50 indirect reports.
- * Managed 12 specialty stores successfully throughout Western Massachusetts.

TRAINING/DEVELOPMENT

- * Trained and developed supervisors, department managers and store managers.
- * Developed a color code system that enhanced efficiencies and productivity in the geographic shipment of merchandise.
- * Initiated customer awareness program that was instrumental in increasing store sales by 100% over a two year period.

PRODUCTION

- * Widely experienced in improving worker productivity.
- * Directed the successful start-up of two departments which increased facility volume by 20%.
- * Established new work methods for power equipment operators which increased their productivity by 25%.

ACCURACY CONTROL

- * Wrote procedures for the processing of merchandise that reduced the error rate to 505 of the established standard.
- * Reduced complaints from store management and purchasing by 60% on the receipt of their supplies by the institution of new policies.
- * Annually revised, monitored and assured the attainment or undercutting of departmental budgets.

WORK HISTORY

1997 to present T. J. Maxx, Framingham, MA
District Manager

1989 - 1997 The Farm Stand Corporation, Everett, MA
Processing Manager

1985 - 1989 Big L Discount, Holbrook, MA
Store Manager

EDUCATION

Marlboro College, New Hampshire
B.S. Business Administration

An Example of a Combination Resume

GEORGE L. AMPLE, 3 Haverford Road, Southboro, MA 01456, (508) 485-9999

Extensive Materials Management experience, including Plant Manufacturing Supervision and Divisional Planning Responsibilities. Background in the start-up of domestic and international manufacturing facilities.

EXPERIENCE

Kendall Healthcare Products Company, Mansfield, MA 1983 - 2000

MANUFACTURING MANAGEMENT-SENIOR PLANNER, 1991 to 2000

- * Selected to a special Materials Management project team that consolidated four domestic plants with multiple technologies into a new 230m square, 1,100 employee Focused Cell manufacturing facility in Tijuana, Mexico.
- * Directed and led with the design and implementation of the IMREX-Forecasting and Distribution Requirements Planning modules for major product lines with annual sales of \$80 million and 500 SKU's.
- * Developed and implemented corrective action program on master production scheduling, materials requirements planning and shop floor control. Reviewed and analyzed performance to plan variance that improved customer service by 75%.

DIVISIONAL PLANNING MANAGER, Boston, MA 1986 to 1991

- * Supervised the Sales Forecast, developed and implemented Production Plans and Master Production Schedules for two plants with a complement of 400 hourly, 100 salaried staff on a seven day production schedule.
- * Directed the Inventory Investment of \$5 million that achieved 15 turns/year - double the industry average.
- * Developed and implemented Capacity Resource Plans that achieve short and long range business plans.

CORPORATE MATERIALS MANAGEMENT STAFF, BOSTON, MA 1983 to 1986

- * Administered a task force that instituted a formal methodology on Production Planning, Scheduling and Inventory Management for four weaving plants. Achieved a \$500,000 cost reduction goal.
- * Directed and implemented sales forecast, MPS, MRP, inventory levels and distribution requirements planning for 500 SKU's representing an inventory investment of \$15 million.

EDUCATION

B.S., Industrial Management, Southeastern Massachusetts University
American Production and Inventory Control Society
(Completed two modules towards certification)